

## Executive summary

The review of the Microinsurance Network secretariat was commissioned by the Luxembourg Ministry of Foreign affairs as part of its financing of the secretariat. It was overseen by a steering committee made up of four executive committee members, and the secretariat coordinator. The external review of the secretariat was requested for the time period of 2009 to 2011. The review examines the secretariat's performance on its five core activities and on the objectives set out in the logical framework of the ILO/ADA Technical Cooperation Document.<sup>1</sup> The goal of the evaluation is to assess whether it has achieved its performance goals, how the secretariat is adding value to the Network, what improvements can be made to its functioning, and whether it should make any changes to its positioning and focus.

### Evaluation process

Dalberg Global Development Advisors undertook the secretariat evaluation over the course of five weeks in October and November 2011. The evaluation approach is based on the World Bank's independent evaluation principles, guidelines, and good practices. It covers the functioning of the secretariat through the analysis of its relevance, effectiveness, efficiency, sustainability, and impact. To inform the findings, the review uses a logical framework based on the ILO/ADA Technical Cooperation Document, current secretariat work plans, and the evaluation's terms of reference.

The evaluation team reviewed 31 secretariat documents (see Annex 1) and interviewed 20 Network members (see Annex 2), including secretariat staff, executive committee members, working group facilitators, Network members, and representatives of the Luxembourg Ministry of Foreign Affairs (MAE). Due to time and resource constraints, the evaluation determines impact and efficiency of the secretariat based on stakeholder inputs.

### Findings

Detailed findings from this evaluation can be found in Section 4. In summary, the evaluation team found that:

- **Role: clear** – The secretariat's roles are generally clear and relevant, and members suggested additional roles
- **Relevance: highly relevant** – The Network is highly relevant as it provides the only platform for sector-wide collaboration of microinsurance stakeholders
- **Effectiveness and efficiency: medium / high**
  - The secretariat fulfils the majority of its work plan output targets, with particularly strong performance in external communication
  - The secretariat performs well on the outcome targets laid out in the ILO/ADA Technical Cooperation agreement, but some outcome targets are not formulated clearly
  - The Network is an effective platform to share experiences, particularly through in-person meetings

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<sup>1</sup> The technical cooperation document sets out the roles and responsibilities of the Secretariat

- The secretariat is most effective in administration and HR, and highly efficient
- **Sustainability: low** – The secretariat’s long term sustainability is low as it currently relies on a single donor and invests few resources in fundraising
- **Impact: medium/high**
  - The Network is perceived to have primarily indirect impact on increasing the availability of better insurance services for low-income workers, through networking and by providing a platform to share best practice insights
  - The Network has indirect as well as direct impact demonstrated as illustrated by examples provided by working group members during interviews

## Recommendations

After its rapid expansion over the last three years, the Network is entering a new phase that requires a refinement of the Network’s strategy, operations, and funding arrangements. With the secretariat’s current funding from the Luxembourg foreign ministry coming to an end in June 2012, the Network has a unique opportunity to re-evaluate its goals and set a clear direction for future work. In this context, the evaluation team recommends that the Network takes action to:

1. Refine the Network’s strategy and operations
  - Define and agree on focus areas for the Network (not just the secretariat) in a unified logical framework
  - Decide on and potentially develop an additional advocacy role
  - Review the operational model of working groups to improve effectiveness
  - Improve outreach to under-represented groups
2. Review the governance structure and associated roles and responsibilities
  - Review the governance structure of the Network, with a focus on role the executive committee
  - Review and update roles and responsibilities of the secretariat
  - Review and update roles and responsibilities of working group facilitators
3. Develop a realistic, tailored funding strategy
  - Review and strengthen the fundraising plan in light of the Network’s unified logical framework
  - Assess members’ willingness to pay before changing membership fee structures

## Conclusion

The secretariat has performed well in the last three years. After starting operation in 2009, and despite being understaffed in 2010 and 2011, the secretariat has made strong progress and met most of its targets. Members appreciate the work of the secretariat and view it as highly relevant and efficient. The Network’s impact, though often perceived as indirect, is evident through the many examples offered by members of various working groups.

The Network is well positioned to grow beyond its coordination and facilitation function and take on additional roles. Advocacy as the representative of a developing microinsurance industry is a clear area of opportunity for the Network. In order to incorporate this mandate and in light of the rapid growth of the Network, a review of the Network’s strategy,

operations and governance structures is required. In addition, fundraising needs to be prioritized to ensure sustainability, by diversifying funding beyond that currently provided by Luxembourg MAE.